JOINT STRATEGIC PLAN FY 2022 – 2026

U.S. Department of State
U.S. Agency for International Development

MARCH 2022

FY 2022-2026 JOINT STRATEGIC PLAN FRAMEWORK

GOAL 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.	GOAL 2: Promote global prosperity and shape an international environment in which the United States can thrive.	GOAL 3: Strengthen democratic institutions, uphold universal values, and promote human dignity.	GOAL 4: Revitalize the diplomatic and development workforce and institutions.	GOAL 5: Serve U.S. Citizens around the world and facilitate secure international travel.
Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora.	**Objective 2.1:** Promote a global economy that creates opportunities for all Americans.	**Objective 3.1:** Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens.	**Objective 4.1:** Build and equip a diverse, inclusive, resilient, and dynamic workforce.	**Objective 5.1:** Support and serve American citizens traveling or residing abroad.
Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.	**Objective 2.2:** Support inclusive and sustainable economic growth and opportunity for communities around the globe.	**Objective 3.2:** Advance equity, accessibility, and rights for all.		
Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas.	**Objective 2.3:** Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world.	**Objective 3.3:** Prevent, expose, and reduce corruption.	**Objective 4.2:** Modernize IT and leverage data to inform decision-making and support mission delivery.	
Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.		**Objective 3.4:** Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons.		**Objective 5.2:** Advance U.S. interests by facilitating legitimate travel to and from the United States.
Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States.	**Objective 2.4:** Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks.	**Objective 3.5:** Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups.	**Objective 4.3:** Protect our personnel, information, and physical infrastructure from 21st century threats.	

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MESSAGE FROM THE SECRETARY

It is my privilege to submit the Joint Strategic Plan of the U.S. Department of State and the United States Agency for International Development (USAID) for Fiscal Years 2022 to 2026.

At this moment of testing for international peace and security, the power and purpose of U.S. diplomacy is on full display, marshalling alliances and partnerships to stand up to aggression and uphold the principles that have underpinned global peace and prosperity for decades.

This Strategic Plan rests on a simple premise: the United States' domestic renewal and our strength in the world are intertwined and mutually reinforcing, perhaps to a greater extent than at any point in our lifetimes.

The COVID-19 pandemic made vivid that inextricable link. The Department and USAID are making it a top priority to help vaccinate the world and strengthen global health security to better prevent, detect, and respond to future pandemics – because none of us will be safe until all of us are safe.

The same is true of the climate crisis, an existential threat that is increasingly impacting American communities and can only be met through concerted global action led by the United States. That's why we're investing in climate resilience and green energy here at home and abroad and leading a global effort to reduce carbon pollution.

To ensure good jobs and opportunities for American workers and families, we need to promote secure and resilient supply chains, push back against unfair trading practices, and build a more stable, inclusive global economy. We need to shape the rules and standards that will govern emerging critical technologies like arti icial intelligence so that they serve U.S. interests, secure our competitive edge, and uphold American values.

Those values are under threat in many places around the world. Our work to defend against authoritarianism abroad requires that we renew our democracy at home and work together with our partners and allies to show that democracies deliver – for our citizens and for each other.

Investing in our unmatched network of allies, partners, and institutions and our sources of national strength – our workforce and infrastructure, the quality of opportunity we offer our people, our economic dynamism and the power of our innovation – will enable us to uphold and revitalize the international system we helped build and lead, and which has made the world freer, more prosperous, and more connected.

Even as the world is changing rapidly, some principles are enduring: American leadership matters, and international cooperation is more important than ever. The world doesn't organize itself, and not a single global challenge that affects our lives can be met by any one nation acting alone.

MESSAGE FROM THE SECRETARY

It's the role of the State Department and USAID – and America's diplomats and development workers – to engage around the world, build that cooperation, solve the challenges that affect Americans' lives and livelihoods, and create opportunities that will make their futures brighter. That's what diplomacy is all about, and why the President has committed to making it the tool of first resort for American statecraft. And it's why we are working to modernize and equip the Department and USAID to lead on 21st-century challenges and deliver for the American people.

Antony J. Blinken
Secretary of State

MESSAGE FROM THE ADMINISTRATOR

For 60 years, USAID has been an emblem of the generosity of the American people to the world. Since USAID's inception, the Agency has worked to tackle humankind's common enemies – tyranny, poverty, and disease – by providing humanitarian assistance in times of need and advancing the development of our partners around the globe.

This work has also strengthened the security and prosperity of the American people while amplifying and extending the reach of our nation's most cherished values and beliefs: human dignity, freedom, and equality. Our work has strengthened our allies and our alliances and protected the American people from crises.

Today, USAID stands on the front lines of our most urgent challenges. A pandemic reminds us of our susceptibility to threats from distant shores. A changing climate is challenging communities worldwide with more forceful storms and longer droughts. A 16-year democratic recession threatens the freedom and stability of billions of people.

This Joint Strategic Plan is our vision for addressing these and other challenges, while preparing for those to come. Under this plan, we will race to end the COVID-19 pandemic, help nations adapt to climate change, fight corruption and authoritarianism, reduce poverty, enhance food security and nutrition, improve health and education, prevent conflict, protect human rights, promote equality, and provide lifesaving assistance during crises. To get there, we will work tirelessly with our local partners. We will ensure that our assistance is more effective and more efficient than ever before.

The Joint Strategic Plan is also a plan to revitalize and re-equip USAID's workforce. To meet our ambitious agenda, we will look to grow and diversify our workforce, develop more equitable and flexible hiring and retention policies, and seek out and empower our staff with new skills and expertise. We will also give them the tools they need to succeed, starting with flexible and secure work environments; a modernized information and communications infrastructure; and a work culture that is responsive to new ideas, information, and evidence. These steps will help us build a more inclusive Agency, one that is more diverse and willing to engage with new partners, more equitable in its impact, and more responsive to local voices.

USAID's legacy as the world's leading bilateral development institution has always been an asset to the American people and a means for securing stability, security, and prosperity, both at home and abroad. This Joint Strategic Plan acknowledges and draws strength from this heritage to take on the challenges of today and prepare for those that will come tomorrow.

Samantha Power
USAID Administrator

OVERVIEW

The Department of State and the United States Agency for International Development (USAID) play a critical role in tackling the global challenges that impact Americans' lives and livelihoods and contributing to international peace, security, and the wellbeing of people around the world. At a moment of profound challenges and disruptions – from the continuing COVID-19 pandemic and the climate crisis to rising authoritarianism, intensifying geopolitical rivalries, unprecedented global displacement, and a technological revolution that carries both enormous promise and peril – U.S. diplomacy and development efforts are essential to uphold democratic values around the world and ensure Americans' security and prosperity at home.

The Department of State and USAID Joint Strategic Plan (JSP) for Fiscal Years (FY) 2022 to 2026 sets forth the Secretary of State's and USAID Administrator's vision and direction for both organizations in the coming years. The JSP supports the policy positions set forth by President Biden in the Interim National Security Strategic Guidance and presents how the Department of State and USAID will implement U.S. foreign policy and development assistance. The Department and USAID will use the JSP as a management tool to define success in international diplomacy and development, and as the foundation to measure progress towards the goals and objectives set forth herein. The JSP is also the guiding document for the development of all bureau and mission strategic plans for FY 2022 through 2026.

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution conducting American diplomacy. Established by Congress in 1789 and headquartered in Washington, D.C., the Department is the oldest and most senior executive agency of the U.S. government. The Secretary of State is the President's principal foreign policy advisor and implements the President's foreign policies worldwide through the Department and its employees. The Department of State protects and advances the interests of American citizens by:

- Promoting the welfare and safety of U.S. citizens abroad through diplomatic and consular operations in over 175 countries.
- Building a network of allies, partners, and institutions to advance U.S. interests, compete with our adversaries from a position of strength, and forge solutions to shared challenges from the climate crisis to global health security.
- Delivering prosperity for all Americans by leveling the playing field for U.S. workers and businesses; promoting inclusive and sustainable growth; protecting the U.S. innovation base; securing critical data, supply chains, and infrastructure; and shaping the rules and standards that govern transformative new technologies.
- Advancing international security by working with allies and partners to deter adversaries, counter transnational threats, and prevent and resolve conflicts.
- Upholding and advancing universal values by supporting democracy around the world, defending human rights, and combating corruption.
- Leading global humanitarian efforts in conjunction with USAID by providing lifesaving assistance and rallying international responses to humanitarian crises and natural disasters.

- Building understanding of and support for U.S. policies and values among foreign publics by providing credible and trustworthy information to global audiences, enhancing people-to-people ties, and countering disinformation.
- Developing and empowering a cutting-edge global workforce that has the tools, training, technology, and infrastructure to succeed in advancing U.S. interests and delivering for the American people.

As the U.S. government's lead international development, health and humanitarian assistance agency, USAID seeks to save lives, reduce poverty, strengthen democracy, and improve economic conditions across the world. USAID plans its development and assistance programs in coordination with the Department of State and collaborates with other U.S. government departments and agencies, Congress, multilateral and bilateral organizations, private companies, academic institutions, faith-based groups, and non-governmental organizations (NGOs).

USAID is a key player in addressing national security priorities as a member of the National Security Council. If the world is to defeat the COVID-19 pandemic, mitigate and adapt to the climate crisis, prevent and stabilize conflicts, restore and strengthen democracy, and embrace diversity, USAID must take on challenges in new ways to deliver results on a global scale. USAID, working with the Department of State, supports U.S. national security, demonstrates American generosity, and promotes prosperity at home and abroad. Through the Agency's work and that of its partner organizations, development assistance from the American people transforms lives, communities, and economies around the world. USAID assistance exemplifies U.S. generosity consistent with American values, adhering to evidence-based, locally-driven initiatives and state-of-the art best practices, by:

- Providing humanitarian assistance with needs-based relief that is timely and effective in response to disasters and crises.
- Promoting global health through activities that save lives and protect Americans at home and abroad.
- Expanding sustained, inclusive economic growth and employment through regulatory reform, trade promotion, and entrepreneurial capacity development
- Mitigating climate change and addressing its impacts across all sectors by partnering with countries to reduce emissions, protect critical ecosystems, transition to renewable energy, build resilience against the impacts of climate change, and promote the flow of capital toward climate-positive investments.
- Revitalizing democracy with work that confronts corruption, defends and protects human rights, resists the authoritarian use of disinformation and digital repression, engages civil society, governments, local media, and other key actors, particularly those from under-represented and marginalized groups.
- Supporting global stability by reversing state and societal fragility, countering violent extremism and other forms of violence, implementing the Global Fragility Act, fostering inclusion and empowerment through initiatives such as Women, Peace and Security, and preventing atrocities.
- Catalyzing innovation and partnership by identifying new and innovative ways to engage with the private sector, philanthropy, faith-based organizations, and academic institutions here and abroad; promoting sustainable development; and supporting economic growth.
- Empowering women and girls in all their diversity, through support for equal access to opportunities in the household, society, and economy; education and leadership opportunities; and freedom from violence.

- Promoting equitable, inclusive, and accessible education for all children and youth through learning opportunities that promote quality and further learning outcomes.
- Ensuring the cost effective and efficient use of U.S. resources, by using experimental design and real observations of behavior and behavioral change to guide the development, iteration, and adaptation of our programs.
- Advancing diversity, equity, inclusion, and accessibility in our foreign affairs work and our workforce – through improvements in strategic planning, policy formulation, budgeting, programming, partnerships, training, outreach, learning, and reporting.

STATE DEPARTMENT PHOTO BY RON PRZYSUCHA / PUBLIC DOMAIN
Secretary of State Antony J. Blinken meets with the Foreign Ministers of the ASEAN Nations on the margins of the 76th session of the UN General Assembly (UNGA 76) in New York, New York, on September 23, 2021.

USAID PHOTO / EL SALVADOR
USAID Administrator Samantha Power at a roundtable with participants in a USAID-supported job training program in San Salvador, El Salvador on June 14, 2021.

MISSION STATEMENTS

Department of State

To protect and promote U.S. security, prosperity, and democratic values and shape an international environment in which all Americans can thrive.

U.S. Agency for International Development

We work to build a freer, more equitable and more humane world by amplifying local voices, advancing sustainable progress, and tackling the world's toughest problems.

STAKEHOLDER ENGAGEMENT

The Department of State and USAID developed the JSP through a consultative process involving the senior leadership of the two agencies and shaped by Presidential directives and policies, the Interim National Security Strategic Guidance, and previous strategic planning efforts. To ensure equities were represented, all bureaus at both agencies were invited to provide input and feedback on the JSP. In addition, senior officials of the Department of State and USAID met with White House Policy Councils to analyze and discuss and sought input of interagency partners on the strategic objectives of the FY 2022-2026 JSP. The Department and USAID also engaged their Congressional oversight committees to explain the goals and objectives of this planning effort and solicit feedback.

In addition to coordinating with partner country governments, the Department of State and USAID will engage interagency and external stakeholders to implement the JSP over the next four years. JSP implementation will require a whole-of-government approach with frequent and close collaboration with international and multilateral partners; the private sector, including media and social media companies; and experts in academia, non-governmental organizations, higher education, civil society groups and think tanks.

Interagency partners that will support implementation of the JSP include, but are not limited to, the Departments of Defense, Treasury, Justice, Homeland Security, Commerce, Energy, Labor, Health and Human Services, Interior, Transportation, Agriculture, Veterans Affairs, the Peace Corps, the Intelligence Community, the United States Agency for Global Media, the Federal Communications Commission, the National Aeronautics and Space Administration, the Environmental Protection Agency, the United States Trade Representative, the U.S. International Development Finance Corporation, the Inter-American Foundation, the U.S.-African Development Foundation, the U.S. Export-Import Bank, the Millennium Challenge Corporation, the U.S. Trade and Development Agency, the Office of Personnel Management, the Office of Management and Budget, the General Services Administration, the Social Security Administration, and the Equal Employment Opportunity Commission.

International and multilateral partners and donors will include organizations such as the United Nations agencies, program and assemblies, the World Bank Group, the World Health Organization, the GAVI Alliance and COVAX, the Global Fund, the International Committee of the Red Cross, and regional bodies such as the Asia-Pacific Economic Cooperation, the Association of Southeast Asian Nations (ASEAN), the African Union, and the Organization of American States.

PERFORMANCE AND EVIDENCE

The Department of State and USAID implement planning and performance management policies based on best practices and applicable legislation, including the Government Performance and Results Modernization Act of 2010, the Foreign Aid Transparency and Accountability Act of 2016, the Program Management Improvement Accountability Act of 2016, and the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act). Both agencies coordinate strategic planning and performance management initiatives at the agency, bureau, and country levels to promote efficiency and effectiveness in achieving U.S. foreign policy goals.

The Department's and USAID's respective evaluation policies provide a key framework for generating evidence to inform decisions. Both agencies collect and use data and evidence to improve program and operations efficiency and effectiveness, maintain accountability to stakeholders, and support organizational learning.

Consistent with the Evidence Act, the Department of State and USAID each developed Learning Agendas and Capacity Assessments to accompany the FY 2022-2026 Joint Strategic Plan. The Learning Agendas reflect extensive consultations with personnel, leadership, and external stakeholders to identify both broad and specific questions about the missions of the Department of State and USAID – with the goal of improving their outcomes and impacts.

The Department of State Learning Agenda sets out a clear mandate to collect evidence to improve its programmatic and diplomatic activities over the course of the Joint Strategic Plan's four-year cycle. The Learning Agenda includes a Capacity Assessment, which is an agency wide snapshot of current capacity to engage in learning activities across diplomatic and programmatic activities, analysis of the dynamics behind this capacity, and accompanying recommendations for continued growth in the area of learning and evidence-based decision making. The Assessment also reflects stakeholder feedback from across the Department, along with input and feedback from external stakeholders and leadership.

USAID has updated the Agency Learning Agenda to align with the strategic framework of the Joint Strategic Plan and emerging USAID policy priorities, including COVID-19, climate change, conflict and security, democracy and anti-corruption, and diversity, equity, inclusion, and accessibility. Developed through a consultative process with internal and external stakeholders, the eight cross-cutting learning questions will focus Agency learning efforts on critical policy priorities and support the workforce in generating and using evidence in strategic, operational, and programmatic decision-making. The Annual Evaluation Plan includes planned significant evaluations, including impact evaluations, that contribute to answering the Agency Learning Agenda questions, fill gaps in evidence, and measure outcomes of specific programs. Additionally, USAID conducted a Capacity Assessment for Evaluation, Research, Statistics, and other Analysis to understand the capacity of the Agency to manage and use evidence. USAID developed a Maturity Matrix Benchmarking Tool to assess the maturity levels of the Agency to manage and use evidence across seven parameters: (1) Evidence Base, (2) Programmatic Planning, (3) Adaptive Management, (4) Leadership and Advocacy, (5) Internal Collaboration, (6) External Collaboration, and (7) Capacity Building.

GOAL 1: RENEW U.S. LEADERSHIP AND MOBILIZE COALITIONS TO ADDRESS THE GLOBAL CHALLENGES THAT HAVE THE GREATEST IMPACT ON AMERICANS' SECURITY AND WELL-BEING

Goal Leads

AGENCY	BUREAU
State	Under Secretary for Political Affairs
USAID	Bureau for Policy, Planning and Learning

Strategic Goal Overview

U.S. foreign policy delivers security for the American people, creates economic opportunities, and addresses global challenges that affect Americans' lives directly. From COVID-19 and the climate crisis to unprecedented, forced migration and protracted humanitarian crises, some of the biggest challenges Americans face require collective global action, led by the United States working in concert with our partners and allies, and through international and multilateral institutions the U.S. helped build, shape, and lead.

The United States' unmatched web of bilateral and multilateral alliances and local partnerships are our greatest force multiplier in maintaining a stable, open, rules-based international system. These alliances and partnerships enhance our ability to deter and disrupt threats before they reach our shores and to counter and compete with our adversaries. They amplify our humanitarian and development assistance and enable us to prevent and mitigate conflicts more effectively.

> "At this moment of unprecedented global challenge, it's more important than ever that the United States show up and lead, because the world simply doesn't organize itself to solve big problems, and the well-being of the American people hangs in the balance."
>
> -President Joseph R. Biden, Jr.

To meet the challenges of this century, from climate change and global pandemics to cyber threats, disinformation, and digital repression, the U.S. will modernize alliances and revitalize international institutions. The Department of State and USAID will forge new partnerships across regions, bringing together sub-national governments; the private sector; civil society; local organizations, including those representing marginalized and indigenous communities; and social and youth movements. Both organizations will help build institutional capacity in partner nations and promote international cooperation to combat transnational threats, disinformation, and aggression. Further, the U.S. must resume a leadership role in multilateral organizations to ensure they continue to reflect the universal values, aspirations, and norms on which they were founded. To support all these efforts, both agencies will continue their work to enhance foreign publics' understanding of and support for the values and policies of the United States.

Strategic Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Office of the U.S. Global AIDS Coordinator and Health Diplomacy and Bureau of Oceans and International Environmental and Scientific Affairs
USAID	Bureau for Global Health

Strategic Objective Overview

There is no more immediate priority for the Department of State and USAID than stopping the spread of COVID-19. Through the provision of safe and effective vaccines and therapeutics, the United States is leading the global fight against COVID-19 and putting global health security back at the top of the national security agenda as a complex, transnational challenge that requires integration into – and elevation within – U.S. foreign policy, diplomacy, and development efforts.

The Department of State and USAID must also take steps now to prevent, detect, and respond to future pandemics. Strengthening global health security improves national and international security, economic resilience, and the well-being of all Americans. The Global Health Security Agenda (GHSA) framework, led by the United States since 2014, positions countries to develop capacity, technical knowledge, and a collaborative foundation to prevent, detect, and rapidly respond to threats and sustain health security in the long term. GHSA is part of broader U.S. efforts to promote health security, which include multilateral engagement at the World Health Assembly, the World Trade Organization (WTO), and the World Organization for Animal Health; their work to strengthen international agreements; and their engagements around the Convention on Biological Diversity.

The Department of State and USAID will also work to integrate the entire "life-cycle" of public health interventions to be more strategic, coherent, and effective. Both agencies work to prevent child and maternal death (PCMD), seek to eradicate malaria – one of the leading causes of child mortality – and make progress towards ending human immunodeficiency virus (HIV)/ acquired immunodeficiency syndrome (AIDS), including through the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), among other key priorities. To protect vulnerable populations from preventable deaths, the Department of State and USAID continue to employ cost-effective, high-impact interventions, including preventive health care, voluntary family planning and reproductive health, and delivery of essential medicines and health commodities, while improving access to high-quality healthcare for the most vulnerable and underserved populations.

Strategies for Achieving the Objective

End the COVID-19 Pandemic: The Department of State and USAID will work to end the COVID-19 pandemic by mitigating transmission and strengthening health systems, including to reduce morbidity and mortality from COVID-19. Both agencies will emphasize the acceleration of widespread and equitable access and delivery of safe and effective COVID-19 vaccines and strengthening vaccine

readiness in partner countries. There is also an urgent need to reduce morbidity and mortality from COVID-19 by increasing oxygen and therapeutics, as well as the need to increase testing and access to personal protective equipment to mitigate transmission.

Strengthen the Global Health Security Architecture: Both agencies will strengthen global health security by increasing countries' capacities and preparation to prevent, detect, and respond to biological threats and infectious disease agents. The Department of State and USAID will support efforts to develop a set of sustainable financing options for global health security, including making use of bilateral and multilateral channels and institutions to assist developing countries to address the ongoing COVID-19 pandemic and to prevent future threats.

Leverage Partnerships: The Department of State and USAID lead the international community, multilateral organizations, and private institutions to promote and attain goals in the priority global health areas. These efforts are focused on supporting the GHSA by strengthening organizations like the United Nations World Health Organization (WHO), and building effective systems and platforms, including for medical countermeasures and supply chains; strengthening international norms and standards; ensuring sustainable, predictable financing; and improving transparent and accountable governance. A primary risk to this objective is the lack of political will in some countries to invest in global health security, with limited capacity to improve systems to prevent, detect and respond to infectious disease threats.

Prevent maternal and child mortality: U.S. government programs seek to reduce child mortality to 20 or fewer deaths per 1,000 live births in every country by 2035. USAID will work to improve maternal child mortality outcomes and link health programs, including those in maternal and child health, malaria, voluntary family planning, nutrition, sanitation, and hygiene.

Achieve the 95-95-95 Goal: The U.S. has made the largest commitment by any nation to address a single disease in history. Under American leadership, PEPFAR is partnering with over 50 countries to successfully control the HIV/AIDS pandemic without a vaccine or a cure. The U.S. is committed to maintaining this achievement by working in partnership to attain the UNAIDS 95-95-95 goal (95 percent of people living with HIV know their status, 95 percent of those with known status are on treatment, and 95 percent of those on treatment are virally suppressed) that lays out a blueprint for the possible eradication of HIV/AIDS.

Critical Learning Needs

Strengthening global health security requires knowledge of the capacity and the preparation by countries to prevent, detect and respond to biological threats and infectious disease agents. The Department of State and USAID will use the WHO's International Health Regulations monitoring and evaluation framework, including the State Party Self-Assessment Annual Reporting and the voluntary Joint External Evaluation (JEE). The JEE examines capacities across a range of technical areas enabling countries to better understand the gaps and weaknesses in health security, and to develop strategies to support resiliency of health systems. Monitoring, evaluation, and learning will additionally support evidence-informed decision making and ongoing adaptations as agencies implement the U.S. COVID-19 Global Response and Recovery Framework.

Performance Goal Statement 1.1.1: Collaborate and Manage the Effects of COVID-19 Globally to End the Pandemic (Joint)
By September 30, 2024, manage the effects of COVID-19 globally to end the pandemic by ensuring safe and equitable distribution of vaccines and other lifesaving interventions.

Performance Goal Statement 1.1.2: Global Health Security Agenda (Joint)
By September 30, 2024, strengthen capacities in intensive support countries, in a minimum of five technical areas that are critical to the country to equitably and rapidly prevent, detect, and respond to infectious disease or other biological threats.

Performance Goal Statement 1.1.3: Accelerate Progress of all PEPFAR Countries Toward Achieving the UNAIDS 95-95-95 Goals (Joint Agency Priority Goal)
Achieve control of the HIV epidemic in PEPFAR-supported countries. To achieve and sustain control of the HIV/AIDS epidemic, PEPFAR will continue to deliver equitable, people-centered HIV prevention and treatment services for millions of men, women, and children. By September 30, 2023, PEPFAR will 1) support eight [1] additional countries to achieve 72 percent community viral load suppression (CVLS), a marker of progress toward the UNAIDS goal to achieve 95-95-95 (95 percent of people living with HIV know their status, 95 percent of those with known status are on treatment, and 95 percent of those on treatment are virally suppressed) and 2) ensure that all nine PEPFAR-supported countries [2] that have achieved 72 percent CVLS sustain that progress; through the leadership of the Department of State and implementation by United States Governmental Agencies, including USAID.

Performance Goal Statement 1.1.4: Prevent Child and Maternal Deaths (USAID Agency Priority Goal)
Advance the global effort to prevent child and maternal deaths. By September 30, 2023, U.S. global leadership and assistance to prevent child and maternal deaths will contribute to an average annual reduction of 2 deaths of children under-5 per 1000 live births in U.S. government (USG) priority countries through evidence-based maternal child health, malaria, health systems, nutrition, reproductive health / family planning, and WASH activities.

Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Oceans and International Environmental and Scientific Affairs
USAID	Bureau for Development, Democracy, and Innovation

1 Countries targeting 72 percent community viral load suppression include Cameroon, Cote d'Ivoire, Uganda, Botswana, Haiti, Tanzania, Zambia, Nigeria

2 Countries at 72 percent community viral load suppression include Zimbabwe, Lesotho, Kenya, Ethiopia, Eswatini, Burundi, Malawi, Namibia, Rwanda

Strategic Objective Overview

The United States and the world face an existential climate crisis that can only be mitigated through aggressive, ambitious global action. More than 85 percent of the greenhouse gas (GHG) emissions driving the planet's warming come from beyond U.S. borders – a figure forecasted to rise as emerging economies lead global emissions growth. The global community will need to act urgently to transform economies and reduce GHG emissions dramatically by 2030 to avoid the most catastrophic impacts of climate change, from disasters and extreme weather events to new waves of climate-related displacement. To meet this challenge, the Department of State and USAID will accelerate urgent climate actions and integrate climate considerations across their foreign policy, development, and humanitarian work, including to address the impact of climate change on global economic, security, and health outcomes.

> "Climate is not a trading card, it's our future."
>
> -Secretary Antony J. Blinken

The Paris Agreement, which the United States played a leading role in negotiating, is the framework for the global response to this crisis and sets the goal of holding the temperature increase to well below 2 degrees Celsius and pursuing efforts to limit it to 1.5 degrees Celsius. The Department of State and USAID will work with their partners to secure ambitious commitments and support the implementation of substantial emission reductions in this critical decade.

Actions to secure new or improved commitments on emissions reductions will go hand-in-hand with increased ambition on climate adaptation to strengthen the resilience of populations vulnerable to climate variability and change that is already occurring. Development and humanitarian assistance will strengthen U.S. international climate leadership and play a crucial role in supporting adaptation, advancing locally led climate solutions, improving resilience, and mobilizing the necessary finance.

Strategies for Achieving the Objective

Coordinate Climate Engagement and Mitigation: The Department of State and USAID leadership will guide coordinated climate engagement with priority countries that leverage the strength and expertise of each organization. Both agencies will harness their diplomatic, development, and technical expertise, as well as their experience partnering with the private sector, to help increase the climate ambition of other countries – particularly major emitting economies – to achieve substantial emission reductions now and facilitate a future net-zero emission world.

Enhance Climate Adaptation and Resilience: The Department of State and USAID will embed climate adaptation across their international programs and operations; enhance developing country national adaptation planning and implementation; accelerate the flow of and access to finance; support the efforts of Indigenous Peoples, other racially and ethnically underserved communities, women, youth, and both marginalized and front-line communities and populations; and propel regional, sectoral, and global efforts to enhance climate adaptation.

Promote A Just Transition: The Paris Agreement recognized the importance of aligning the interests of workers and communities so the path to decarbonization provides fair incomes for workers and better prospects for communities. The Department of State and USAID will consider the indirect and often complex social and inequality impacts of climate mitigation and adaptation policies.

Critical Learning Needs

As the Department of State and USAID implement Executive Order (E.O.) 13990 and USAID operationalizes its Climate Strategy, data and evidence on the current and future impacts of climate change on agency programming and the effectiveness of mitigation and adaptation approaches, will guide the agencies in comprehensively addressing climate in policies, processes and activities. Evidence building activities will include identifying how to strengthen individual, community, and system resilience to climate shocks and the effects of climate change on conflict, forced displacement, and migration.

> "Addressing the climate crisis isn't just an imperative; it's an opportunity. It's an opportunity to speed the economic recovery from COVID-19, to create millions of good-paying jobs, and to promote our resilience to a changing climate. "
>
> -Administrator Samatha Power

Performance Goal Statement 1.2.1: Climate Change (Joint Agency Priority Goal)
Combat global climate change by advancing climate-resilient, net zero emissions development around the world. Adaptation: By September 30, 2023, the United States establishes or strengthens collaboration with 75 countries resulting in the development and implementation of National Action Plans (NAPs) or other national adaptation planning documents, including those that may be reflected in Nationally Determined Contributions (NDCs) or other adaptation communications, to increase adaptive capacity, enhance resilience, and reduce vulnerability to climate change by 2030. Mitigation: By September 30, 2023, the United States establishes or strengthens collaborations with 27 countries that will result in support for enhanced implementation of at least 24 NDCs and/or net zero emission strategies. Reporting: By September 30, 2023, the United States has provided technical, financial, and diplomatic support to 30 countries to enhance the institutional frameworks and capacity in order to deliver the first National Inventory Reports and Biennial Transparency Reports by December 31, 2024.

Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Population, Refugees, and Migration
USAID	Bureau for Humanitarian Assistance

Strategic Objective Overview

At a time of unprecedented and overlapping crises, the United States will continue to prioritize saving lives, responding to international disasters and crises, and protecting refugees. The scale of global humanitarian needs has grown rapidly in the past decade, with an estimated 274 million people – including over 80 million forcibly displaced people – in need of humanitarian assistance. The United States remains the world's largest donor of humanitarian aid. The COVID-19 pandemic and the climate crisis have exacerbated the vulnerability of millions and, for the first time in more than 20 years, extreme poverty is on the rise. U.S. humanitarian leadership is essential to drive and sustain international responses and ensure shared responsibility among governments.

Department of State and USAID humanitarian assistance, coupled with active diplomacy, helps meet the basic needs of refugees, victims of conflict and disasters, and other vulnerable populations through the provision of food, water and sanitation, nutrition, healthcare, livelihoods support, and emergency shelter, while also preventing and responding to gender-based violence and child protection issues.

The Department and USAID strive to ensure that humanitarian principles are respected in U.S. foreign policy and advocate for the protection of the most vulnerable populations in crises, including refugees, conflict victims, internally displaced and stateless persons, and individuals from marginalized racial, ethnic, indigenous, and religious communities, persons with disabilities, LGBTQI+ individuals, women, and older persons. Achieving and sustaining durable solutions requires a holistic approach across their diplomatic, development, and relief efforts and effective linkages between humanitarian and development programs.

Strategies for Achieving the Objective

Partner Engagement and Diplomacy: The Department of State and USAID will work through multilateral systems to build global partnerships and to ensure compliance with international norms and standards and foster improved coordination among humanitarian actors and stakeholders. Additionally, both agencies will promote best practices in humanitarian response and advance reforms that improve the efficiency and effectiveness of aid.

Leverage Research: The Department of State will support effective humanitarian diplomacy by using research insights to inform communications with strategically important foreign audiences, using content and messaging strategies that achieve diplomatic objectives.

Collaborate with Donor and Host Countries: The Department of State and USAID will work with donors and host countries to identify solutions to displacement, protect people at risk, encourage relief-development coherence, promote disaster risk reduction, and foster resilience. Both agencies will give particular attention to mitigating gender-based violence, sexual exploitation, and abuse in emergency contexts.

Critical Learning Needs

The Department of State and USAID work through multilateral systems and with nongovernmental and international organization partners to build global partnerships, and provide humanitarian assistance, incorporate protection principles, and reduce the devastating impacts of disasters and humanitarian crises. Evidence building will include identifying best practices and reforms to improve the efficiency and effectiveness of aid and ensure principled humanitarian response.

Performance Goal Statement 1.3.1: Humanitarian Assistance (State)
By September 30, 2026, U.S. government assistance provides refugees, stateless persons, asylum seekers and others experiencing forced displacement, measurable increases in physical well-being, from the baseline established for FY 2022, in line with the Global Compact on Refugees and relevant guidelines.

Performance Goal Statement 1.3.2: Humanitarian Assistance (USAID)
By September 30, 2026, the United States responds quickly to U.S. government-declared international disasters, supporting a rapid and effective response to new onset disasters.

Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Conflict and Stabilization Operations; Bureau of Arms Control, Verification and Compliance; Bureau of International Security and Nonproliferation; and Bureau of Political-Military Affairs
USAID	Bureau for Conflict Prevention and Stabilization

Strategic Objective Overview

The United States' unmatched network of alliances and partnerships is among our greatest competitive advantages and central to America's enduring security and prosperity. When the U.S. strengthens alliances, it amplifies our ability to keep pace with competitors, deter aggression, and disrupt threats before they can reach our shores. Together with their partners – including local partners – the Department of State and USAID will promote international peace and security, champion universal values, and address enduring threats such as terrorism, transnational crime, and the proliferation of nuclear weapons and other weapons of mass destruction. Through active engagement in multilateral fora, the Department of State and USAID will shape the rules and norms of the international order and prevent others from advancing ideas and policies that are contrary to our national interests.

The U.S. has reaffirmed our ironclad commitment to NATO and are working with our Allies to ensure we can take on the evolving threats of today and tomorrow. We have renewed our engagement with the European Union and elevated new partnerships, such as the quadrilateral cooperation between Australia, India, Japan, and the United States ("the Quad"), to meet current and emerging challenges. The Department of State and USAID are re-engaging with regional institutions from the Association of Southeast Asian Nations (ASEAN) to the African Union to the Organization of American States to spur joint action on shared priorities. Importantly, the Department of State is resuming its leadership role in multilateral institutions and working to meet its financial obligations on time and in full, even as the Department works to update these institutions to better meet the challenges of this century.

Both agencies will also work with their local partners to prevent and resolve conflicts and mitigate their destabilizing effects. The Department and USAID will seek to address the causes of regional and intra-state conflicts, extremism, and instability, such as deteriorating or inequitable economies, weak or illegitimate political institutions, and competition over natural resources. The Department and USAID will also work to ensure that their partners' security sectors, including law enforcement and defense institutions, have strong governance that reflects democratic values and rule of law.

Strategies for Achieving the Objective

Modernize alliances and invest in international institutions: The Department of State and USAID will continue to reinvigorate U.S. leadership of the multilateral system by providing forward-looking, values-based leadership to address global challenges, advance shared interests, and deter common threats.

Address Shared Security Challenges: The Department of State and USAID will support security sector governance, law enforcement, and criminal justice capacity-building and accountability. Both agencies will lead efforts to formulate, negotiate, sustain, verify, and promote compliance with arms control, nonproliferation, disarmament agreements and commitments, and international drug control treaties.

> "When we strengthen our alliances, we amplify our power as well as our ability to disrupt threats before they can reach our shores."
>
> -Presedent Joseph R. Biden, Jr.

These efforts will deter insurgents and terrorists from establishing themselves, prevent the corrupt diversion of arms, minimize the impact of transnational organized crime, promote stability while promoting accountability and a rules-based international environment, and enable local civilian leaders to exert authority over their forces in pursuit of joint security interests.

Break Cycles of Violence: The Department of State and USAID will lead an integrated U.S. government response to address conflict and fragility which will aim to elevate prevention, address the political drivers of fragility, and support locally driven solutions to instability, guided by the Global Fragility Act of 2019 and the U.S. Strategy to Prevent Conflict and Promote Stability; the Women, Peace, and Security Act of 2017 and U.S. Strategy on Women, Peace, and Security; and the Elie Wiesel Genocide and Atrocities Prevention Act of 2018. U.S. efforts will lead with diplomatic engagement, supported by building the core capacities of key partners and stakeholders to prevent, mitigate, and respond to conflict and insecurity, including via support for peace building and reconciliation, countering violent extremism, and atrocity prevention; effective civil-military cooperation; and ensuring the unique protection needs, meaningful participation, and leadership of women, youth, persons with disabilities, individuals from marginalized racial, ethnic, indigenous, and religious communities, and LGBTQI+ persons in building peace and security.

Strengthen Security Cooperation: The Department of State will strengthen defense, deepen security and law enforcement cooperation with allies and partners, enable citizen security, and reinforce commitment to the rule of law and respect for human rights through international cooperation and collective action. The Department will revitalize its approach to emerging security challenges and lead, along with our allies and partners, in addressing emerging security threats, such as bolstering security in outer space and countering malign cyber activities.

Critical Learning Needs

Evidence-building efforts will facilitate greater understanding of and formation of strategies to address conflict violence, fragility, and threats to resilience. Investments in evidence will inform USG strategies designed to increase the free world's resilience to coercive influences and global threats and modalities to improve the efficacy of foreign assistance, and security sector assistance specifically. A critical learning need will be understanding when and how best to counter, compete, or manage authoritarian influence. In addition to programmatic evidence-building, USAID will focus efforts on how the Agency can align systems, processes, and resources to meet long-term development goals, while enabling adaptive and timely response to crises.

Performance Goal Statement 1.4.1: Improved Peace and Security through Partnerships (Joint)
By September 30, 2026, build the capacity of at least five priority countries or regions aligned with U.S. national interests, to prevent and resolve conflict and violence, address fragility, and promote stability.

Performance Goal Statement 1.4.2: Promote a Stable Cyberspace (State)
By September 30, 2026, sustain and enhance international cooperation to promote the U.S. vision of an open, interoperable, reliable, and secure internet and a stable cyberspace; and strengthen the capacity of the United States and partner nations to detect, deter, mitigate, and respond to international cyber threats and incidents.

Strategic Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Under Secretary for Public Diplomacy and Public Affairs
USAID	Bureau for Legislative and Public Affairs

Strategic Objective Overview

Building understanding and support for U.S. policies and values among foreign publics and their governments furthers U.S. foreign policy goals, advances U.S. interests and values, and enhances U.S. national security. The Department of State and USAID will reinforce and strengthen their outreach to and engagement with foreign audiences in an increasingly complex information environment, employing modern tools that expand their reach, enhance people-to-people ties, counter disinformation and support a trustworthy information environment, and enable data-driven analysis. It is essential that we listen, as well as inform. Both agencies will work to bolster public perceptions of U.S. credibility on key issues, including democracy, inclusion, equity, tolerance, and representative forms of government. Breaking through the "noise" of false or distorted views of the United States, often a result of state-sponsored disinformation campaigns, will take the highest professional capacity from our country's representatives overseas.

The Department of State and USAID accomplish these goals through strategically oriented public diplomacy, engagement, and development efforts to understand, inform, and influence foreign publics; shape information environments; and build relationships between the people of the United States and the rest of the world.

Strategies for Achieving the Objective

Build Networks of Champions: The Department of State and USAID will build the capacity and networks of individuals, organizations, and states who share and advance democratic values by fostering open and resilient information environments where democracies can thrive; leading the global distribution of accurate information about U.S. policy, development efforts, and shared values; and modernizing their public diplomacy and development outreach capabilities to compete effectively. Both

agencies will conduct audience research and analysis, crafting targeted development efforts and public diplomacy initiatives and activities, formulating nuanced messaging, conducting rigorous monitoring and evaluation activities that foster organizational learning, countering mis- and disinformation, and designing programs that bring influential foreign participants into direct contact with American life and values.

Facilitate International Exchanges of Ideas: It is vital that the Department of State and USAID provide opportunities for American citizens to engage directly with their foreign counterparts to build a global network of future leaders who share firsthand positive experiences and personal connections to America's policies, values, and people. The Department and USAID will create crucial opportunities for American citizens – our Nation's greatest resource – to engage directly with their foreign counterparts, build Americans' networks, create economic partnership opportunities for Americans and foreign publics, and promote the growth of global skills and professional opportunities. Both agencies will work to ensure foreign publics are aware of the generosity of the American people to continue to promote American values such as free markets, free press, and democratic ideals.

Foster Facts First: Failing to capture audience attention with accurate, fact-based information in today's congested, competitive information landscape is the paramount risk to any public diplomacy and development outreach effort. The Department of State and USAID will be scrupulous in their use of fact-based information platforms, training programs and strategic communications, so they cannot credibly be accused of engaging in misinformation and disinformation. Lagging access to technology and cultural gaps will continue to impede the mutual benefits long associated with in-person public diplomacy.

Critical Learning Needs

Evidence building will include Department of State and USAID's assessments of the public's awareness, understanding, perceptions, and support for articulated values and policies of the U.S. government. Public diplomacy and strategic messaging practitioners also need more training in audience analysis and segmentation to use that evidence effectively.

Performance Goal Statement 1.5.1: U.S. Values and Foreign Policy (State)
By September 30, 2026, increase support among foreign publics for U.S. foreign policies and the democratic values at the heart of the American way of life.

Performance Goal Statement 1.5.2: Strengthen Relationships (Joint)
By September 30, 2026, establish or strengthen relationships between American people and foreign publics, as well as American and foreign institutions or groups of institutions to increase alliances at all levels of interaction.

GOAL 2: PROMOTE GLOBAL PROSPERITY AND SHAPE AN INTERNATIONAL ENVIRONMENT IN WHICH THE UNITED STATES CAN THRIVE

Goal Leads

AGENCY	BUREAU
State	Under Secretary for Economic Growth, Energy, and the Environment
USAID	Bureau for Resilience and Food Security

Strategic Goal Overview

A strong U.S. middle class, resilient and equitable democracy, domestic competitiveness, and national security are mutually reinforcing. At the same time, the COVID-19 pandemic and its disruptions to economic systems, communities, and livelihoods across the globe have illustrated more clearly than ever that our domestic prosperity is intertwined with the success and stability of our partners abroad. Trends in inequality and stresses on middle-class livelihoods have emerged as defining challenges for democratic governments around the world. Together with our partners, the Department and USAID will promote inclusive, sustainable growth, and build economic, environmental, and technology systems and infrastructure that are resilient to present and future shocks and challenges, delivering for all our citizens while improving lives overseas.

To enable sustainable, inclusive growth at home and abroad, the United States must maintain its leading edge in innovation and entrepreneurship, while using foreign assistance to make smart and effective investments that will build open, market-based economies around the globe. The Department and USAID will support a level playing field, fair competition, and the rule of law, and build the networks and coalitions to support these aims. The Department and USAID will lead the international community in ensuring that the promise of transformative new technologies delivers for people, including by shaping norms and standards to ensure they protect U.S. interests, boost our competitiveness, and uphold our values. And both agencies will work to increase economic resilience at home and abroad, diversify and protect critical supply chains, and defend against cyber threats and other disruptions that directly impact U.S. citizens' lives and livelihoods. All of these efforts will be grounded in a commitment to future generations to protect the environment; promote democratic values; combat corruption; develop human capital, including science, technology, engineering and mathematics (STEM) skills for the workers of the future; and enhance diversity, equity, inclusion, and accessibility for all.

Strategic Objective 2.1: Promote a global economy that creates opportunities for all Americans (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Economic and Business Affairs
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective Overview

In today's world, economic security is national security. The Department of State and USAID must protect and promote U.S. competitiveness and ensure that the global economy delivers for all Americans. The U.S. should pursue an international approach to economic policies – on issues from trade and investment to commercial and labor diplomacy, international tax issues, and anti-corruption – that aim to raise standards of living, create new and well-paying U.S. jobs, enable needed public investments, and secure and diversify critical supply chains upon which the American people rely. Diplomacy will aim to level the playing field for U.S. workers and businesses, including small and medium-sized enterprises and those from underrepresented or disadvantaged communities. The Department and USAID will re-engage in international economic and trade institutions and work with likeminded partners to empower workers, combat unfair and coercive trade practices including forced labor and intellectual property theft, and create opportunities for all U.S. citizens. And we will place a high priority on detecting, preventing, and managing global economic shocks that hit American families hard.

> "In the 21st century, our fates are linked, as is our future. In the 21st century, our nations are interconnected and our people are interconnected."
>
> -Vice President Kamala D. Harris

Strategies for Achieving the Objective

Maintain a Competitive and Innovative Edge: The Department of State and USAID will conduct U.S. foreign and international economic policy with the welfare of the American people in mind by linking U.S. domestic and foreign economic policy through our trade partnerships, investments in research and development, and intellectual property protections. The U.S. will maintain its competitive and innovative edge by championing strategic and standards-setting policies internationally and expanding opportunities in critical and emerging technologies at home and abroad. We will work to strengthen transparency and accountability of economies; revitalize markets for U.S. goods, services, and businesses; promote a fair and rules-based system; and create jobs at home.

Advance a Foreign Policy for the Middle Class: The Department and USAID will utilize diplomatic and foreign policy tools to protect, advance, and accelerate U.S. domestic renewal. Underpinned by an updated approach to international economic policy that focuses on creating opportunities for all Americans, both agencies will prioritize in U.S. bilateral and multilateral relationships the issues that

would level the playing field and advance the well-being of the middle class, including enforcement of labor and environmental trade standards, intellectual property protections, illegal subsidies, currency manipulation, international tax policies, legal and regulatory reforms, and anti-trust laws. The Department will elevate and expand labor diplomacy and engage a broader range of U.S. stakeholders on the global issues that impact them at home.

Invest in High-Standard Infrastructure: The Department and USAID will support the "Build Back Better World" initiative that the United States is undertaking with G7 partners to meet infrastructure needs in low- and middle-income countries, particularly in the areas of climate, health, digital technology, and gender equity. Through this initiative, the Department and USAID will help enable partners to build the infrastructure necessary for modern society while raising labor and environmental standards, promoting transparency and anti-corruption, and ensuring American firms and workers compete globally on every aspect of infrastructure.

Critical Learning Needs

USAID and the Department will build evidence on the effectiveness of approaches in promoting economic conditions that create equitable opportunities for all Americans, including fostering effective governance and economic systems, standards, policies, and practices.

Performance Goal Statement 2.1.1: International Economic Leadership (Joint)
By September 30, 2026, demonstrate support for U.S. exports and related economic policy priorities through progress concerning standards-related barriers to trade reported through international organizations.

Performance Goal Statement 2.1.2: Global Economic Partnerships (State)

By September 30, 2026, preference for the U.S. as an economic partner increases by 10 percent over the baseline of 39 percent.

Strategic Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Oceans and International Environmental and Scientific Affairs and Bureau of Economic and Business Affairs
USAID	Bureau for Resilience and Food Security

Strategic Objective Overview

The Department and USAID support the growth of a strong, sustainable, and inclusive global economy. Inclusive economic growth is the most effective means of addressing the unprecedented increase in poverty caused by the COVID 19 pandemic, particularly in low- and middle-income countries. Economic inequality and disparities in health, education, or access to food or basic services are

closely linked to insecurity, conflict, and irregular migration, and with the rise of autocracies. A global economy founded on greenhouse gas emissions, or which pollutes our air, land, or waters, threatens our livelihoods and wellbeing, both at home and abroad, and both now and in the future. Reducing inequality and reducing our collective environmental footprint is critical for fostering more equitable, democratic, and sustainable economies while expanding markets for American goods and knowledge.

Strategies for Achieving the Objective

Broaden Policy and Program Reach: The Department and USAID will support inclusive and sustainable global economic growth and invest in policies and programs that support workers, families, and middle-class livelihoods around the world. Both agencies will support the full and empowered participation and prosperity of the world's most marginalized peoples and small and medium enterprises; and promote economic ecosystems based on transparency, efficiency, and the rule of law.

Build Local Capacity: The Department of State and USAID will build local capacities to support and propel inclusive growth, and to tackle local problems with local ingenuity and solutions. Both agencies will mobilize public and private sector actors to improve the enabling environment and informal norms, leveraging the business case for these changes.

Bolster Multilateral Economic Leadership: The Department of State and USAID will also re-establish U.S. leadership in multilateral processes, multi-stakeholder partnerships, and international agreements that support both economic growth and the inclusive and sustainable governance and management of land and natural resources. They will promote the use and uptake of U.S. innovations in green and blue technology and develop solutions that enable climate change adaptation and mitigation, protect and restore natural systems, and safeguard global health security while simultaneously supporting growing economies and household incomes. The Department and USAID will strengthen U.S. leadership in international fora through concerted effort to elect leaders and place experts in multilateral and international organizations, particularly in technical bodies charged with standards- and rules-setting responsibilities.

Critical Learning Needs

Evidence-building activities will assess the effectiveness of inclusive and sustainable growth approaches. Data and evidence on inclusive economic growth will incorporate learning on the outcomes of private sector engagement, gender equality, digital finance and inclusion, anti-corruption, public financial management, and education, workforce development, and livelihoods programs.

Performance Goal Statement 2.2.1: Sales by Farms and Firms in Agriculture and Food System (USAID Agency Priority Goal)
Facilitate inclusive, resilient growth in the agriculture and food system to sustainably reduce poverty, food insecurity, and malnutrition. By September 30, 2023, annual sales by assisted farms and firms in the agriculture and food system will exceed the pre-pandemic level of $3 billion.

Performance Goal Statement 2.2.2: Economic Benefits from Natural Resource Management and Conservation (Joint)
By September 30, 2026, on average, more than 600,000 people annually will derive economic benefits from sustainability managing natural resources or conserving biodiversity.

Performance Goal Statement 2.2.3: Inclusive and Sustainable Economic Growth (State)
By September 30, 2026, U.S. leadership in multilateral and bilateral discussions and negotiations will result in implementation of laws, policies, and regulations that achieve inclusive and sustainable economic gains.

Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Office of the Science and Technology Advisor; Bureau of Economic and Business Affairs; Bureau of Oceans and International Environmental and Scientific Affairs; Bureau of Energy Resources; Bureau of Cyberspace and Digital Policy; and Bureau of Arms Control, Verification and Compliance
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective Overview

Technology and innovation empower us to address some of the world's most pressing challenges, and the United States' longstanding scientific, technological, and innovation edge is a strategic asset that underpins U.S. national security, economic strength, and democratic values. A global digital technology revolution is underway, with leading powers racing to develop and deploy emerging technologies like artificial intelligence and quantum computing that will shape our lives and the 21st-century global economy. The United States has a major stake in ensuring that the ongoing technological and digital transformations serve our people, protect our interests, boost our competitiveness, and uphold our values. The internet must remain a transformative force for learning, connection, and economic growth – not a tool of repression.

The Department of State and USAID are committed to designing and deploying technology for the benefit of all people, strengthening open and interoperable systems, encouraging the freedom of thought and expression at the heart of innovation, and defending against the harms of technology theft, misuse, and accidents. The Department and USAID will work to shape the standards that govern new technology, so they ensure quality; protect consumer health and safety; facilitate trade; and respect people's rights and human dignity. The Department of State and USAID will facilitate improved development and use of key enabling digital technologies, platforms, and services across sectors (e.g., health, agriculture, education, finance). Both agencies will build resilience to counter digital repression, protect against disinformation, stand up for internet freedom, oppose the misuse of surveillance technology, and work to prevent malicious cyber activity that puts our people, networks, companies, and critical infrastructure at risk. Both agencies will strengthen regulatory and enabling environments for digital ecosystems

so that they align with highest global standards and facilitate sustainable growth. We will ensure that protection of human rights and promotion of democratic values remain at the center of future innovation and technological advances. In all these efforts, the Department of State and USAID will work hand in hand with their likeminded partners.

Strategies for Achieving the Objective

Strengthen Global Leadership and Alliances: With the support of Congress, the Department of State will establish a new bureau for cyberspace and digital policy headed by an ambassador-at-large and name a new special envoy for critical and emerging technology to coordinate international cyber and digital policy. The Department of State and USAID will work to strengthen and expand the networks of countries, companies, civil society organizations, and higher education institutions united by a determination to use technology in a way that serves all people, protects U.S. interests, enhances our national security, and upholds our democratic values. The Department of State and USAID will continue to promote U.S. leadership and support the participation of likeminded partners in international fora, including standards-setting bodies, and in the responsible development, deployment, and governance of technology.

Bolster U.S. and Allied Industry and Infrastructure: The Department and USAID will coordinate efforts to protect intellectual property and promote reliable and responsible supply chains from diverse sources, with a special focus on diversifying supply chains in key sectors, including semiconductors, critical minerals, and batteries. The Department and USAID will work with allies, partner countries, and companies to promote an open, interoperable, reliable, and secure internet; protect their communications and information infrastructure from disruption; and responsibly advance emerging network infrastructure technologies.

Harness and Protect Technology and Innovation: The Department of State and USAID will work closely with allies and partners to harness critical and emerging technologies to promote U.S. national security and address the challenges of this century. Both agencies will mobilize to address attacks on their physical and digital infrastructure, enterprises, and citizens and they will work to support allies and likeminded partners to oppose similar attacks. The Department and USAID will support the development of institutional capacity, policy reforms, and human capital. These are critical to drive technological innovation that is durable over the long term, protects human rights and dignity, delivers services for communities, and creates an enabling environment to catalyze private sector investment. USAID has recently established the Chief Digital Development Officer, who will lead on the implementation of the Agency's Digital Strategy. Meanwhile, the Department is establishing a new Bureau of Cyberspace and Digital Policy and a new Special Envoy for Critical and Emerging Technology. The Department will use its newly established Regional Technology Officer Program, to assess trends and develop networks among academia, research labs, start-ups, and government agencies in order to coordinate with Embassy colleagues, liaise with the Washington-based interagency, participate in policy development, and engage persuasively in these bodies.

Critical Learning Needs

Evidence-building activities will assess the role of technology in contributing to development impact, as well as the effectiveness of approaches in strengthening technological leadership, competitiveness, and innovation. This includes evidence and data on how international norms and rules for new technology and mitigation of commercial espionage impact trade and responsible innovation. Evidence will support implementation of USAID's Private Sector Engagement Policy and the Digital Strategy, which outlines USAID's deliberate and holistic commitment to improve development and humanitarian assistance outcomes using digital technology and strengthen open, inclusive, and secure digital ecosystems.

Evidence will be sought at multiple levels, including the effectiveness of programming to advance development assistance objectives related to technology, the implications of technologies for partner-country stakeholders (and how the development community might respond effectively), and the most effective ways to collaborate with stakeholders to advance the growth of digital ecosystems while also advancing equity and equality.

Performance Goal Statement 2.3.1: Strengthen U.S. Leadership and Competitiveness in Technology (Joint)
By September 30, 2026, strengthen and expand our international partnerships and alliances to help drive American innovation and support responsible innovation by like-minded partners while protecting U.S. technology through existing export control regimes and bilateral arrangements.

Performance Goal Statement 2.3.2: Leverage Technology to Improve Lives Around the World (Joint)
By September 30, 2026, drive the responsible development, deployment, use, and governance of rigorous scientific research and trustworthy technologies, and secure U.S. innovation against theft, abuse, misuse, and accidents.

Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Oceans and International Environmental and Scientific Affairs; Bureau of Economic and Business Affairs; and Office of the Chief Economist
USAID	Bureau for Resilience and Food Security

Strategic Objective Overview

The COVID-19 pandemic underscored the interconnectedness of the major systems on which we rely. Shocks and stressors have been increasing in frequency and severity, from acute events such as disease outbreaks and extreme weather to protracted issues such as weak governance, social exclusion, environmental degradation, and climate change. Chronic poverty and recurrent shocks are driving communities into crisis year after year. Recent supply chain disruptions and cyber threats have revealed the extent to which economic integration and technological change have increased U.S. interdependence with both partners and competitors.

Strengthening resilience both at home and abroad is essential to protect communities, sustain growth, reduce world hunger, and prevent conflict and democratic backsliding. The Department and USAID will seek to prepare their own systems – economic, political, financial, ecological, health, technological, and social – and those of partners to withstand the challenges and crises of today and tomorrow.

Strategies for Achieving the Objective

Build Capacity to Anticipate and Prevent Shocks: The Department of State and USAID will invest in building the capacity of people, groups, and systems to manage and address the dynamic challenges of today's global environmental, economic and technology systems, and in more resilient communities. They will build and support local adaptive capacities, and ensure that institutions, communities, and systems are both strong and sufficiently supported. The Department and USAID will prioritize systems for identifying political, economic, environmental, or technological shocks or disruptions at their earliest stages. Where possible, the Department and USAID will mobilize resources to address potentially global disturbances at their source, where they may be addressed at relatively low cost, or before they threaten the American public or its allies and partners.

Secure critical supply chains, data, and infrastructure: The Department of State and USAID will address U.S. vulnerabilities by countering threats to critical U.S. data and infrastructure and encouraging diversified supply chains through support for on-shoring, near-shoring, and friend-shoring opportunities where it makes economic sense and can strengthen ties with likeminded partners. The Department and USAID will foster a dynamic and resilient innovation ecosystem to drive new areas of economic activity in products, processes, and services. And both will cultivate productive, creative relationships with the private sector and civil society to leverage their work with partners and allies to encourage global economic growth that is values-driven and sustainable.

Critical Learning Needs

Evidence-building will assess the effectiveness of approaches in strengthening household, community, and country resilience to economic, technological, environmental, and other systemic shocks.

Performance Goal Statement 2.4.1: Biologically Significant Areas under Natural Resource Management (Joint)
By September 30, 2026, on average, more than two hundred million hectares of biologically significant areas will be under improved natural resource management annually.

Performance Goal Statement 2.4.2: Cultivated Area with Climate Adaptation (USAID)
By September 30, 2026, more than 2.5 million cultivated hectares will be under improved climate adaptation practices.

GOAL 3: STRENGTHEN DEMOCRATIC INSTITUTIONS, UPHOLD UNIVERSAL VALUES, AND PROMOTE HUMAN DIGNITY

Goal Leads

AGENCY	BUREAU
State	Under Secretary for Civilian Security, Democracy, and Human Rights
USAID	Bureau for Development, Democracy, and Innovation

Strategic Goal Overview

Our world is at an inflection point. 2020 marked the 15th consecutive year of global democratic decline, and the pace of decline has accelerated. Sixty-eight percent of the world's population now lives in autocracies. Meanwhile, pro-democracy movements are facing the headwinds instigated by new emergency laws instituted in the name of public health, and other means of "legally justified" autocratic repression. Authoritarian competitors to the United States seek to challenge the very ideas inspiring democratic institutions, human rights, and societal cohesion on the global stage and at international fora – both to protect regimes abusing the concept of sovereignty to cloak their domestic abuses and to discredit U.S. global leadership.

The affirmative case for democracy, however, remains strong. The attendant principles of consent of the governed, limits on executive authority, transparency and accountability, and the rule of law, continue to underpin the peaceful advancement of societies, especially in terms of global stability and prosperity.

In this context, the revitalization of democracy in the 21st century has been elevated as a top national security priority. The Department of State and USAID are committed to revitalizing democracies that are accountable to and deliver for their citizens. To this end, the Department and USAID will join in common cause with likeminded allies and partners the world over to promote and protect democracy while helping democracies deliver for their citizens, elevate human rights, combat corruption, and humanely manage migration.

Strategic Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Democracy, Human Rights, and Labor
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective Overview

The authoritarian assault on democratic principles, processes, and institutions is happening not only at the national and sub-national levels, but across borders and through multilateral relationships that shape global politics. To mitigate these risks and increase demand for democracy, foreign assistance and public diplomacy programs will demonstrate how democratic governance tangibly leads to improvements in citizens' daily lives; bolster judicial and legislative oversight; empower civil society to play a crucial watchdog role; and train and fund local media organizations to address disinformation in local and national contexts.

Strategies for Achieving the Objective

Demonstrate Democracy Delivers: The Department of State and USAID will help partner nations demonstrate that democracy can deliver for people around the world and at home. Both agencies will elevate diplomatic engagement and foreign assistance to protect and promote democratic values and alliances, competitive political processes, resilient and open information environments, technology that respects democracy and human rights, and responsive and accountable institutions that deliver for citizens. The Department of State and USAID will provide technical and material assistance to nascent institutions, local organizations, and activists working to revitalize democracy around the world.

> "We must start with diplomacy rooted in America's most cherished democratic values: defending freedom, championing opportunity, upholding universal rights, respecting the rule of law, and treating every person with dignity."
>
> -President Joseph R. Biden, Jr.

Employ Collective Strength: The Department of State and USAID will continue to build alliances based on shared democratic values with likeminded partners and will use all opportunities to pool the collective strength of U.S. allies and partners in multilateral fora to promote democratic values, accountability, and equal rights for all. Both agencies will also focus on supporting key areas for strengthening democratic values and institutions at the bilateral level. For example, information integrity and countering disinformation and propaganda; election integrity and competitive political processes are all foundational to democratic legitimacy. U.S. diplomatic engagement and foreign assistance will support democratic political party development, bolster democratic political leadership, and improve election administration and oversight. Additionally, to maintain a resilient and open information environment worldwide, the Department of State and USAID will continue to support interventions to counter disinformation/propaganda; protect the safety of journalists, the operation of independent media outlets, the integrity of the journalistic process, democratic and human rights principles across the digital realm; and the protection of accessible and free Internet.

Crucially, the Department of State and USAID will seek to build accountable and inclusive institutions, including in the security and justice sectors, by engaging with civil society partners. Both agencies will also work with willing and credible partners to build capacity.

The Department of State will embrace international cooperation and multi-stakeholder diplomacy by reengaging the United Nations Human Rights Council, a key multilateral forum for furthering democracy and human rights protection. The Department will use this and other opportunities to pool the collective strength of our allies and partners in multilateral fora to promote information integrity, democratic values, accountability, and equal rights for all.

Critical Learning Needs

To counter the trend of democratic backsliding and deepening authoritarianism, the Department of State and USAID have prioritized the importance of studying the conditions and factors necessary to revitalize democracy, counter growing authoritarianism, and understand the implications of these illiberal trends. Evidence building activities will include identifying and testing the effectiveness of new strategies, tools, and tactics to revitalize democracy and counter authoritarianism, foster competitive and inclusive elections, strengthen legislatures, increase information integrity, counter disinformation and propaganda, ight corruption, and protect civic spaces and an independent media.

Performance Goal Statement 3.1.1: Demand for Democracy (Joint)
By September 30, 2026, State and USAID will see a 5 percent gain in citizen con idence in and demand for democracy, including functioning institutions that respect open and competitive political processes, more resilient and legitimate civil society organizations, enhanced media and digital literacy, enhanced ability to counter disinformation and propaganda, and more inclusive civic engagement in countries where they operate as measured by the V-dem liberal democracy index. This will be reinforced by the Presidential Initiative for Democratic Renewal launched at the 2021 Summit for Democracy and by commitments to protect and promote democracy made by participating countries and donors at the Summit.

Performance Goal Statement 3.1.2: Democracies that Deliver (Joint)
By September 30, 2026, there is a 3 percent gain in the total number of countries where citizens are able to use the executive, legislative, and/or judicial tools of democracy to meet their basic needs.

Performance Goal Statement 3.1.3: Democracy and Governance (USAID Agency Priority Goal)
USAID will seek to increase democratic demand in countries experiencing democratic openings. By September 30, 2023, more effective USAID programming will contribute to a 5 percent increase in the V-Dem Civil Society Participation Index in these target countries.*
*Target country list includes 10-12 such countries with recent democratic openings and is available on Performance.Gov.

Strategic Objective 3.2: Advance equity, accessibility, and rights for all (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Secretary's Office of Global Women's Issues
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective Overview

Systemic inequality is a national security threat that exacerbates economic, health, and education disparities and contributes to violence, violent extremism, and restrictions on freedoms. The imperative to advance human rights and foster equitable, inclusive societies around the world has become even more urgent as U.S. strategic competitors seek to exploit fractures in democratic societies to challenge societal cohesion; foment polarization, disinformation, and instability; and ultimately undermine the credibility of democracy and universal human rights. Promoting diversity, equity, inclusion, and accessibility (DEIA) through diplomacy and development work advances U.S. interests and values and makes us better informed. The Department and USAID are committed to empowering marginalized people and communities and will ensure that DEIA is a critical part of their diplomatic engagement and assistance programming.

> "Free and democratic societies have healthier citizens, less violent conflict, and more prosperous communities. And in the face of setbacks, USAID will deepen our efforts to advance the vital cause of democracy, human rights, and good governance."
>
> -Administrator Samatha Power

Strategies for Achieving the Objective

Advance Accountable, Equitable, and Inclusive Outcomes: Advancing human rights and putting the United States' democratic values into practice requires real partnerships with groups that face vulnerabilities. This includes inviting their inputs and perspectives to help shape the design, implementation, and monitoring of the U.S. government's work and to help hold the U.S. accountable for equitable and inclusive outcomes. The U.S. government will partner with host country governments, civil society, and communities to ensure that the voices of marginalized populations are considered in the development of policies that might affect them, while promoting healthy interaction and dialogue. In addition, the U.S. government will work with governments, civil society, the private sector, local actors including marginalized populations, and the international community to prevent human rights abuses, protect human rights defenders, and respond to human rights abuses/violations, including mass atrocities. Respect for human rights promotes fundamental democratic values and helps create a more secure, stable, and prosperous world for all.

Support Marginalized Peoples: The Department of State and USAID will further equity, inclusion, accessibility, support for human rights, and resilience of marginalized peoples, including individuals from marginalized racial, ethnic, indigenous, and religious communities, persons with disabilities,

LGBTQI+ individuals, women, and older persons, by improving and adapting policy, public diplomacy, foreign assistance, and humanitarian aid. This will extend to how the Department and USAID engage in strategic planning, policy formulation, budgeting, programming, training, outreach, learning, and reporting. This requires investments in efforts to redress inequities that serve as barriers to equal access and opportunity. This is in addition to ongoing commitments to the International Religious Freedom Act of 1998, the Convention on the Rights of Persons with Disabilities, and the Americans with Disability Act.

Additionally, USAID intends to strengthen implementation of its nondiscrimination policy for beneficiaries to ensure that staff and contract and grant recipients do not discriminate against any beneficiary in the management or implementation of a program.

Critical Learning Needs

Evidence building activities will focus on how Department of State and USAID policies, programs, and operations can ethically partner with and support leadership by underrepresented and marginalized populations – including in research, design, data collection, and the sharing of information – to promote respect for human rights, equity, inclusion, and accessibility across all sectors of programs. Investments in evidence will explore in what ways policy, programs, and reporting have maintained systemic barriers for historically marginalized peoples.

Performance Goal Statement 3.2.1: Human Rights (Joint)
By September 30, 2026, enhance respect for human rights of all, with a particular focus on the challenges and realities of the most marginalized populations by preventing human rights abuses, protecting human rights defenders, and responding to human rights violations.

Performance Goal Statement 3.2.2: Equity and Inclusion (Joint)
By September 30, 2026, increase U.S. government actions across diplomacy and foreign assistance to advance accessibility, equity, and inclusion of marginalized populations in decision-making spaces, government service delivery, and at multilateral and regional fora.

Performance Goal Statement 3.2.3: Equity Across Foreign Affairs Work (State Agency Priority Goal)
Advance equity and support for underserved communities in the development and conduct of foreign policy. By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.

Performance Goal Statement 3.2.4: Diversity, Equity, Inclusion, and Accessibility in USAID Programs (USAID Agency Priority Goal)
Increase equitable outcomes with USAID partners* globally. By September 2023, USAID will conduct inclusive development analyses and assessments in six additional Missions, and 100 percent of USAID Missions will have an Inclusive Development Champion** to inform program design as USAID implements the five actions prioritized in USAID's Equity Action Plan.

*Including implementing partners
**Inclusive Development Champions include Inclusive Development Advisors or other Mission points of contact responsible for overseeing inclusive development in program design.

Strategic Objective 3.3: Prevent, expose, and reduce corruption (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of International Narcotics and Law Enforcement Affairs
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective Overview

Corruption is a threat to U.S. national security, economic prosperity, and democracy itself. It wastes public resources, undermines development efforts, exacerbates inequalities in access to services and exercise of rights, fuels transnational crime, and is increasingly weaponized by authoritarian states to undermine democracy and governance. Corruption imposes costs and risks for international businesses and creates an unfair competitive environment for U.S. firms and workers. For all these reasons, the President has declared combating corruption a national security priority.

The Department of State and USAID are at the forefront of efforts to promote anti-corruption, transparency, and good governance reforms; ensure effective oversight and enforcement; and galvanize action to impose costs and deter future corrupt acts. The Department and USAID support and engage partner governments, multilateral institutions, civil society, the media, private sector, and other key actors and institutions to prevent, detect, and expose corruption. Both agencies are working to enhance transparency in the global financial system, secure international commitments, and build capacity to curb illicit finance and its linkages to transnational corruption and organized crime. We promote the adoption of international best practices in the form of legally binding treaties and political commitments, which are vital to good governance, prosperity, and making democracy deliver. It is also essential to improve governance across sectors – including the security sector – to ensure accountability and transparency.

Strategies for Achieving the Objective

The Department of State and USAID, often in partnership with other U.S. government agencies, set international standards and leverage multilateral fora and compliance processes. In addition to pressing for action through bilateral diplomacy and public messaging – including public reporting – the Department and USAID apply foreign assistance to build partner will and capacity. These efforts enhance the impact of U.S. enforcement and deterrence measures and foster international legal cooperation.

Lead International Efforts: The Department of State is renewing U.S. leadership in anti-corruption fora, reinforcing the prioritization of combating corruption at major political groupings such as the G7 and G20, and strengthening implementation of treaty obligations and international standards for preventative measures and enforcement. The Department also works to promote measures against illicit financing, combat foreign bribery, and deny safe havens for corrupt actors by implementing sanctions and visa restrictions. The Department is working with international partners to enact similar enforcement and deterrence measures.

Root Out Corruption: The Department of State and USAID seek to systematically enhance the long-term and sustainable capacity of countries to build good governance and to prevent, detect, mitigate, and sanction. The Department and USAID balance support to civil society and media to serve as watchdogs and expose corruption, with the equally critical work of enhancing the effectiveness, independence, and accountability of public sector actors and institutions. USAID's programs also seek to build anti-corruption safeguards across the climate, health, education, economic growth, biodiversity, humanitarian response, and post-conflict sectors to ensure public resources are used for human development outcomes. U.S. foreign assistance will also promote comprehensive strategies that enhance partner nations' ability to detect, investigate, and prosecute corruption and related financial crimes at all levels. Emphasis will be placed on curbing transnational corruption, corruption that undermines the functioning or legitimacy of democracy, and corruption that directly impacts the United States and its citizens.

Critical Learning Needs

Investments in evidence will inform Department of State and USAID strategies to strengthen anti-corruption efforts in all sectors and at all levels to maximize the positive impact of development programming. Evidence and data on how the Agencies can work with host countries, interagency colleagues, and other development actors to address systemic corruption through multisectoral approaches will inform strategic investments and programming.

Performance Goal Statement 3.3.1: Anticorruption Enforcement and Accountability Initiatives (State)
By September 30, 2026, priority countries will adopt, or improve through amendment, a combined total of 20 anticorruption initiatives of the following types to improve enforcement and accountability mechanisms both within each priority country and in their international engagement on corruption issues: Whistle-Blower Protections, Non-Conviction Based Forfeiture, Foreign Corruption Accountability Tools, Beneficial Ownership, Foreign Bribery.

Performance Goal Statement 3.3.2: Prevention, Detection, and Oversight of Corruption (USAID) By September 30, 2026, partner countries will have stronger prevention, detection, and/or oversight of corruption, including transnational corruption, due to empowered and protected government reformers and civic change agents, whose work leads to the adoption, improvement, or implementation of a combined total of 350 measures, processes, and/or initiatives focused on: Procurement and Contract Transparency Requirements and Processes, Asset Declaration Systems, Open Government Processes and Mechanism, Independent Audit and Oversight (including Legislative) Requirements and Processes, and Tax and Budget Transparency.

Strategic Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Population, Refugees, and Migration
USAID	Bureau for Latin America and the Caribbean

Strategic Objective Overview

The Department of State and USAID's migration programs advance the overarching goal of protecting migrants at risk, reintegrating returned migrants, and building governments' capacity to humanely manage internal and external migration. Migration management is a shared responsibility, and the U.S. government collaborates with other governments that recognize and fulfill that responsibility. Unmanaged irregular migration leads to humanitarian crises, transnational crime, and the diversion of U.S. resources intended for other ends.

In particular, migration in the Western Hemisphere lies at the heart of migration policy and collaborative migration management. It is in the United States' national security interest to promote a democratic, prosperous, and secure Central America, a region closely connected to the United States by culture, geography, and trade. The U.S. government's Root Causes Strategy focuses on a coordinated, place-based approach to mitigate the underlying causes that push Central Americans to migrate. The Collaborative Migration Management Strategy promotes a whole-of-government approach to offer protections and broaden legal pathways for migrants who have chosen to leave their home countries. Collaborative migration management also calls for active engagement with likeminded governments.

Strategies for Achieving the Objective

Focus on Economic Insecurity and Inequality: The Department of State and USAID will work to address economic insecurity and inequality in migrant source countries. This will be done by fostering a business environment that is free of corruption and that enables inclusive economic growth, with a particular focus on integrating women and girls in all their diversity, securing land and property rights, increasing and diversifying trade, and enhancing workforce development, health, education, democratic governance, and protection of human rights. Both agencies will support governments in efforts to counter and prevent violence, extortion, and other crimes perpetrated by criminal gangs, trafficking networks, and other organized criminal organizations. Programming will combat sexual, gender-based, and domestic violence and target populations with acute needs.

The Department and USAID will engage with such governments, through bilateral discussions, regional cooperation, and multilateral fora, to increase refugee resettlement, reintegrate migrants, expand lawful pathways for migration, and offer protections for vulnerable migrants.

Strengthen Safety and Security: The Department and USAID will seek to strengthen the safety, security, and access to basic services by citizens throughout northern Central America so that individuals have access to protection and services within their countries of origin or in the region. Work will also support safe and secure third-country labor migration programs, as well as support for the reception and reintegration of returned migrants or internally displaced persons to allow them to safely return home with dignity. The Department of State will increase support for humane and effective border practices that enable regional governments to regulate the movement of people into and out of their territory and respond to large-scale migration events. The Department of State will also collaborate to expand existing lawful pathways for protection and family reunification in the United States.

Critical Learning Needs

Together the Department and USAID will build the evidence base on the drivers of migration and forced displacement. This will include conducting rigorous research and evaluation of interventions, programming, and policy approaches that seek to address the root causes of migration and displacement.

The Department and USAID will employ the research insights gained to ensure accurate and timely migration messaging campaigns reach the right audiences. The campaigns will use content and strategies that increase understanding of migration laws and policies, counter mis- and disinformation, and increase awareness of the dangers of irregular migration, and efforts to address root causes of migration. Evidence-building on the impact of climate change on migration is nascent and expected to deepen and expand.

Performance Goal Statement 3.4.1: Refugee Resettlement (State)
By September 30, 2026, demonstrate U.S. leadership on refugee resettlement by meeting 100 percent of the regional refugee admissions allocations established by Presidential Determination. [3]

Performance Goal Statement 3.4.2: Root Causes of Migration (Joint)
By September 30, 2026, community violence and economic opportunity will improve from 2020 levels to discourage irregular migration to the United States.

Strategic Objective 3.5: Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups (USAID)

Strategic Objective Leads

AGENCY	BUREAU
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective Overview

Equitable access to and availability of education, health, food and water, and livelihood support services are critical to alleviating poverty and building stable, inclusive, democratic societies. U.S. security and prosperity are bolstered when other countries achieve social, economic, and political stability through inclusive responsive investments in these areas that are responsive to gender, youth, vulnerable and marginalized groups. These strategic investments foster stability, create and open new markets for U.S. businesses, and build the capacity of individuals and systems in the youngest and fastest growing regions of the world. Quality education from pre-primary to higher education; access to voluntary family planning; and improved food security, nutrition, water and sanitation support greater economic growth, better health outcomes, sustained democratic governance, and more peaceful and resilient societies globally.

Strategies for Achieving the Objective

Invest in Local Capacity: The Department of State and USAID are committed to locally driven, sustainable development that yields strengthened, inclusive, and equitable service delivery systems. Investments in local capacity strengthening will be critical to achieving sustained improvements in essential health, water, sanitation, and hygiene (WASH), food and nutrition, education, and livelihood support services and systems. As stated in the U.S. Global Food Security Strategy, efforts will include capacity strengthening of local organizations, individuals, and communities to develop the skills and

3 The President in accordance with section 207 of the Immigration and Nationality Act and after appropriate consultations with the Congress authorizes the total number of refugees that can come to the United States in a given fiscal year.

agency necessary to shape their systems. Collaboration and coordination with partner governments, local civil society partners, target beneficiaries, bilateral donors, multilateral organizations, the private sector, and international organizations will be key to achieving results, optimizing resource allocation, and effectively responding to crises as they arise. Further, USAID will continue to address the secondary impacts of COVID-19 by strengthening and capacity development to reduce global poverty, hunger and malnutrition, and learning loss effects of the pandemic while ensuring access to safe water and sanitation for all.

Uplift Marginalized Groups: The Department and USAID are committed to uplifting the rights of the marginalized. Investments will build essential services and systems' responsiveness to youth, gender, and the needs of marginalized groups by engaging, elevating, and empowering local voices to shape and sustain policies and programs. USAID will continue to advocate for and support the drafting, adoption, and enforcement of legal and regulatory reforms for providing equitable opportunities and services for women, youth, gender and sexual minorities, and marginalized and vulnerable groups. USAID will strive to support prevention and response to gender-based violence, which affects women's and girls' ability to be safe, thrive, and succeed.

Critical Learning Needs

Evidence-building efforts will focus on the inclusivity of investments in essential services, as well as the unintended consequences of foreign policy and assistance on women, youth, and marginalized groups.

Performance Goal Statement 3.5.1: Strengthen Health, WASH, Food and Nutrition Services (USAID)
By September 30, 2026, USG programs will improve access to quality health, WASH, food, and nutrition services – especially amongst women, youth, and marginalized groups in 45 countries.

Performance Goal Statement 3.5.2: Strengthen Educational Outcomes (USAID)
By September 30, 2026, children and youth – including girls and people with disabilities – in 25 countries will experience improved educational outcomes.

THOMAS CRISTOFOLETTI FOR USAID / JORDAN / Raghad and her friend, Ghusun, sit together during a computer class at Anjara Elementary School in Jordan. Raghad is from Syria and moved to Jordan fleeing the war, but their friendship crosses borders and transcends war.

GOAL 4: REVITALIZE THE DIPLOMATIC AND DEVELOPMENT WORKFORCE AND INSTITUTIONS

Goal Leads

AGENCY	BUREAU
State	Under Secretary for Management
USAID	Bureau for Management

Strategic Goal Overview

The Department of State and USAID's diplomatic and development workforce and institutions play a vital role in promoting security and prosperity, and contributing to an equitable, effective, and accountable government that delivers results for all Americans. The Department of State and USAID will continue to build, develop, and empower a cutting-edge global workforce that has the tools, training, technology, and infrastructure to succeed in a world that is increasingly crowded, competitive, and complex.

Meeting this moment will require ingenuity, creativity, and initiative. New challenges and accelerating change – geopolitical, economic, social, environmental, and technological – mean that the Department of State and USAID must also adapt and transform. Both agencies will leverage technology to reach new audiences and forge new connections, even as they protect against ongoing threats to the security of their personnel and information. The Department of State and USAID will build new capabilities, draw a wider range of expertise and experience into government, and empower employees to innovate and lead. Central to these efforts must be a renewed commitment to ensure both agencies' workforces fully reflect the richness and diversity of the nation they represent. The Department of State and USAID will also remain good stewards of taxpayer investments, promote continuous learning and improvement, and streamline processes and reduce bureaucratic burden.

Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Global Talent Management and Foreign Service Institute
USAID	Office of Human Capital and Talent Management

Strategic Objective Overview

The Department of State and USAID field the world's most effective diplomatic and development workforce across nearly 200 countries to advance American interests and values. The President has made it a priority to strengthen and empower the national security workforce, and the Department of State and USAID will do this by investing in their people, rewarding initiative and expertise, and evolving to reflect the workplace of tomorrow. Perhaps most critically, both agencies will work with urgency to break down barriers to entry and advancement for Americans of all backgrounds and ensure that all employees feel valued and engaged.

Strategies for Achieving the Objective

> "Our diversity as a nation in backgrounds and experiences, in race, religion, ethnicity, in countries of origin, is among our greatest competitive advantages in the world."
>
> - Secretary Antony J. Blinken

Build, Retain, and Equip a Dynamic 21st-Century Workforce: The Department of State and USAID will promote an agile global workforce through updated recruitment, hiring, and retention practices that ensure both agencies keep pace with the private sector in the competition for talent. This includes building on the lessons learned during the COVID-19 pandemic, leveraging best practices from the public and private sectors to expand workplace flexibilities and virtual work options, better promoting work-life balance, and supporting continued resilience among the workforces. The Department of State and USAID will also work to reduce security clearance processing timelines; improve personnel information systems and customer service; and work closely with Congress to ensure their workforces have the personnel, tools, training, and professional development opportunities to succeed in an increasingly complex geopolitical landscape. The Department of State and USAID will also implement new programs to promote retention, career development, diversity, and institutional knowledge sharing.

Promote Diversity, Equity, Inclusion, and Accessibility: To finally and meaningfully deliver on the promise of workforces that look like the nation they represent, the Department of State and USAID will identify and eliminate barriers to equity, implement targeted recruitment and retention efforts, and establish provisions for DEIA accountability. The Department of State and USAID will build on their successes in supporting employees with disabilities by promoting enhanced career opportunities and workplace accommodations. Analyzing workforce data and taking actions to address barriers to equity are a priority for both agencies.

Integrate Expertise in Key Areas: Today's global challenges, from the climate crisis to pandemics to the potential misuse of transformative new technologies, require new skills and expertise to address. The Department of State and USAID will prioritize opening new pathways to service for those with a background in STEM fields, procurement, and information technology (IT), among other areas.

Critical Learning Needs

Cultivating a workforce that draws on the diversity of our nation's talent will yield more effective and agile organizations skilled at tackling our greatest diplomatic, development, and humanitarian challenges. Evidence-building activities will include identifying how well programs and initiatives achieve this strategic objective will be essential in measuring Department of State and USAID success and sustainability in fostering a diverse and inclusive workforce throughout the employee lifecycle.

Performance Goal Statement 4.1.1: Customer Satisfaction Score (USAID)
By September 30, 2026, USAID will achieve a score of 4.5 in overall satisfaction with the Human Capital function on USAID's Customer Satisfaction Survey.

Performance Goal Statement 4.1.2: Federal Employee Viewpoint Survey and Career Satisfaction Index Results (Joint)
By September 30, 2026, the Department of State and USAID will enhance training, development, and work-life programs to increase employee engagement, career satisfaction, and retention, as measured by improved Federal Employee Viewpoint Survey scores.

Performance Goal Statement 4.1.3: Diversity, Equity, Inclusion, and Accessibility (Joint Agency Priority Goal)
Expand inclusive and equitable recruitment, hiring, and retention practices that contribute to diverse Department of State and USAID workforces across demographic groups, including groups inequitably represented at the Department and USAID. By September 30, 2023, the Department of State will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 15.3 percent of their workforce, with 2.4 percent of their workforce being persons with targeted disabilities, and USAID will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 12 percent of their workforce, with 2 percent of their workforce being persons with targeted disabilities.

Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureau of Information Resource Management and Office of Management Strategy and Solutions
USAID	Bureau for Management

Strategic Objective Overview

The Department of State and USAID must elevate the use of data as an integral tool of American diplomacy, development, and humanitarian efforts: the world demands it, leaders require it, and

the workforce expects it. This commitment includes delivering innovative, accessible, and secure technologies to support their respective missions. Additionally, it requires nimble, user-centric technology solutions and infrastructure that provide timely, high-quality data to inform decisions at the strategic, programmatic, and tactical levels.

Optimizing the IT environment ensures greater internal, external, and cross-domain interoperability, improved access to information, and enhanced collaboration across the Foreign Affairs community and strengthened global communications. Technology optimization and data-informed operations will also enable the development of joint analytical products to streamline decision-making and refine tactics and methodologies. The use of cloud technologies will enable secure access to IT anytime, anywhere, and lower their organizations' carbon emissions. These advances are essential for any global organization in the 21st century; however, the global pandemic underscores their importance as the Department and USAID begin thinking in earnest about the "future of work" for the Federal workforce.

Strategies for Achieving the Objective

Cultivate a Data Culture: The Department of State and USAID must keep pace with the rapid changes that are occurring in technology and data science. The Department of State and USAID will cultivate a data culture that routinely seeks, values, rationalizes, and uses data for decision-making. Cultivating a data culture globally will strengthen data fluency, enhance collaboration, and improve hiring for the future. The Department and USAID will also accelerate decisions through analytics by providing easy access to agency data assets, modern analytics tools, and customer service to enable their use. Previous efforts to make information available across the enterprise have produced mixed results as malicious actors remain persistent in exploiting technological and social engineering vulnerabilities. To address this challenge, the Department of State and USAID will adopt technology pilots that focus on data science innovation to rapidly deploy new business capabilities. The Department of State and USAID will adopt more agile processes to deliver value early and incrementally.

Improve IT Governance: Both the Department of State and USAID will enhance enterprise data and IT governance through effective stewardship, policies, process controls, and investment decisions that appropriately value data and IT. In addition, the Department and USAID will establish mission-driven data management to implement and maintain technology solutions to enable the creation, collection, storage, protection, standardization, and sharing of higher-quality statistical, geospatial, and other types of data across bureaus and offices, the interagency, and the public.

Adopt Tech for the 21st Century: The Department of State and USAID will adopt new technologies for collaboration and flexible work, allowing them to build more innovative solutions for customers and promote work-life flexibilities commensurate with 21st century best practices. Both agencies will identify business process efficiencies and areas where technology modernization has enabled greater focus on high-value, mission critical work. The Department and USAID will prioritize cloud capabilities that are mobile-first, device agnostic, highly connected, and readily available across the globe irrespective of the state of host country infrastructure. Both agencies will reduce the number of cloud platform instances by using shared cloud platforms.

Critical Learning Needs

Digital diplomacy and development and 24/7 access to accurate and reliable data will support a dynamic global workforce. This involves increasing data fluency to strengthen staff capacity to make programmatic

decisions for effective diplomacy, development, and humanitarian outcomes. As the Department implements its first Enterprise Data Strategy (EDS) and updated IT Strategic Plan (ITSP), evidence building activities will: a) analyze implementation around the EDS's four goals (data culture, analytics, management, and governance) to inform the agency's understanding and use of data as a key instrument of diplomacy and b) help assess impacts as laid out in the ITSP.

> "Our development challenges are shared challenges, they go beyond the ability of any one nation to solve them."
>
> - *Administrator Samatha Power*

Performance Goal Statement 4.2.1: Data Informed Diplomacy (State Agency Priority Goal)
Ensuring that data is a critical instrument of diplomacy, the Department's global workforce is empowered with the skills and tools to derive actionable mission insights from data, and its data assets are securely shared and effectively managed. By September 30, 2023, and in alignment with the eight implementation themes of its first-ever Enterprise Data Strategy, the Department will have doubled workforce training in data analytics, increased the use of enterprise analytics products by 50 percent, increased the number of organizational units leveraging common analytics infrastructure, quadrupled the ingestion of data assets into the Department's Data Inventory/Data Catalog, and published a modern enterprise data policy.

Performance Goal Statement 4.2.2: Data Informed Development and Humanitarian Assistance (USAID)
By September 30, 2026, USAID will expand its capacity to use advanced analytic solutions such as data science, machine-learning, geospatial, and artificial intelligence tools to improve operations and inform decision-making for development and humanitarian assistance programs.

Performance Goal Statement 4.2.3: Innovative IT (State)
By September 30, 2025, the Department will deploy enterprise-wide mobility technologies in a multi-cloud environment secured through zero trust principles.

Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats (Joint)

Strategic Objective Leads

AGENCY	BUREAU
State	Bureaus of Diplomatic Security and Overseas Building Operations
USAID	Bureau for Management

Strategic Objective Overview

The Department of State and USAID workforces serve in all types of security environments and face evolving risks that include the potential for physical and cyber-attacks, political and civil unrest, and ecological and health risks. Protecting personnel, data, and physical and IT infrastructure from 21st century threats is critical to the overall success of national security priorities and foreign policy

objectives. Recent global disruptions have highlighted the need for the Department of State and USAID to strengthen operational readiness and bolster resilience, including through support to family members, to ensure they are prepared to respond with agility to crises and emerging threats. Recognizing that overseas engagement has never been more critical to understand and influence events and advance U.S. strategic priorities, even as the security of their personnel and their families remains paramount, both agencies will encourage a culture of managing risk – not avoiding it. Further, the Department of State and USAID will work with Congress to ensure they are able to adjust operations overseas to respond to emerging opportunities and challenges, operate cost-effectively, engage beyond embassy walls, and extend the United States' reach to urban, commercial, and regional centers beyond national capitals.

Strategies for Achieving the Objective

Demonstrate a Stable and Secure Infrastructure: To achieve sustainable long-term operational readiness and protect physical and IT infrastructure and the health and safety of the workforce, the Department of State and USAID will demonstrate consistent commitment and leadership in support of continuity initiatives; improve their cyber hygiene; and establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.

Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, coercive influences, and biological and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks. The Department and USAID's physical infrastructure is extensive and widely dispersed in countries around the world. Planning, designing, and executing construction projects at high-risk posts, in developing economies, and harsh environments prone to natural disasters, and maintaining a widely varied physical and aging infrastructure present formidable challenges and risks. Both agencies will continue to deliver on their mission to provide secure, safe, functional, and resilient diplomatic and development facilities. The Department and USAID will do so through modernizing their building programs to optimize performance and continuously improve critical project delivery drivers; employing a full life-cycle asset management approach to maintaining and sustaining their facilities; and developing post-specific climate security adaptation strategies to identify and mitigate risks to their infrastructure.

Promote Safer Cyber: A focus on cybersecurity remains central given both agencies' significant cyber footprint, the increasing use of mobile and agile technologies, and the large number of data collection efforts. To maintain a strong cybersecurity stance and reduce risk, the Department of State and USAID are making significant investments in tools and platforms that will continue to help secure their networks and data globally, such as Continuous Diagnostics and Mitigation, Identity Credential and Access Management, and implementing a Zero Trust security model. Both agencies will continue work to improve cybersecurity hygiene to ensure systems and data are protected. The Department and USAID will provide regular training to help staff identify and respond effectively to cyberattacks. Anti-phishing campaigns, information security and privacy training (both initial and annual and role-based), remedial training, and organization-wide notices are some of the techniques used to develop a strong level of cyber hygiene.

Critical Learning Needs

Twenty-first century threats require a workforce equipped to prepare for, recognize, and address potential physical and digital threats. Shared investments in cybersecurity and physical infrastructure will expand the capacity of experts and non-experts to make our physical and digital environments more secure. Innovative approaches to strengthening security monitoring at the Department of State will enhance its ability to identify risks, and new approaches to improving operational readiness will increase the organizational resilience at USAID. Evidence-building activities will inform strategies to address recommendations noted in the Department's Operational Security Panel Final Report, including the call to bolster the Department's approach to risk management.

Performance Goal Statement 4.3.1: Cybersecurity (State Agency Priority Goal)
Through implementation of the Federal Zero Trust Strategy, the Department will improve its security posture by fully securing its infrastructure, networks, and data against internal and external cyber threats. By September 30, 2023, the Department will improve the maturity of all five Zero Trust pillars to the Advanced level as defined by the CISA Zero Trust Maturity Model.

Performance Goal Statement 4.3.2: Enhancing Security Monitoring Solutions (State Agency Priority Goal)
Update technical security countermeasures for Department of State facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. To date, the Bureau of Diplomatic Security has enhanced the security monitoring solutions of approximately 17 percent of Department facilities. By September 30, 2023, 35 percent of domestic and overseas sites will be upgraded.

Performance Goal Statement 4.3.3: Operational Readiness (USAID)
By September 30, 2026, USAID will achieve an overall Readiness Scorecard rating of 85 percent.

Performance Goal Statement 4.3.4: Physical Safety and Footprint (Joint)
By September 30, 2026, strengthen the safety, security, and climate resilience of the Department of State and USAID's global real property platform and protect personnel through advanced building and sustainable asset management programs.

STATE DEPARTMENT PHOTO BY FREDDIE EVERETT/ PUBLIC DOMAIN
Secretary of State Antony J. Blinken delivers remarks on Modernizing American Diplomacy at the Foreign Service Institute in Arlington, Virginia, on October 27, 2021.

GOAL 5: SERVE U.S. CITIZENS AROUND THE WORLD AND FACILITATE SECURE INTERNATIONAL TRAVEL

Goal Lead

AGENCY	BUREAU
State	Bureau of Consular Affairs

Strategic Goal Overview

The State Department's highest priority is to protect the lives and serve the interests of U.S. citizens overseas, as was illustrated during the unprecedented work to bring more than 100,000 U.S. citizens back to the United States in response to the outbreak of the COVID-19 pandemic in 2020. The Department of State supports U.S. citizens in many other ways, including by facilitating international travel, providing passport and visa services, enabling international adoptions and family reunification through immigration, documenting American children's citizenship overseas, and providing special citizen services when needed.

The United States' long tradition of openness to travelers, students, entrepreneurs, and immigrants from every country and background is a critical foundation of our prosperity and competitiveness. Tourists, business representatives, international students, and exchange visitors contribute ideas, innovations, and billions of dollars to the U.S. economy. The State Department will continue its vital mission of facilitating international exchange and legitimate travel while working with U.S. partners overseas, within the U.S. interagency, and with state and local governments to share information and keep Americans safe at home and abroad. The Department will prioritize modernization efforts that enhance efficiency and expand equitable access to information and services.

Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad (State)

Strategic Objective Lead

AGENCY	BUREAU
State	Bureau of Consular Affairs

Strategic Objective Overview

The State Department recognizes the need to provide consular services to, and share information with, U.S. citizens in accordance with 21st century service standards. In response to the COVID-19 pandemic, the Department demonstrated this ability to adapt to new challenging circumstances. Whether it was repatriating U.S. citizens or providing passport and visa services, the Department's staff accomplished this all while abiding by public health, safety, and social distancing requirements around the world. The Department has always been able to adapt to new circumstances and provide the support U.S.

citizens need to travel, live, and work abroad. The Department can take its best practices from adapting to the pandemic and incorporate them into ongoing improvements in processes and technology to provide a more efficient standard of service and ensure access to information and routine and crisis services are equitable and accessible. By 2026, its ability to seamlessly support the travelling public will be achieved.

Strategies for Achieving the Objective

Improve Citizen Services: The Department is already incorporating lessons learned from the global repatriation of U.S. citizens in 2020 to update the processes, tools, and technology it uses, such as the deployment of crisis management software. Since an informed traveler is a safe traveler, the Department will continue to adapt how it communicates with U.S. citizens about traveling and living abroad. The Department will review how we use its communication platforms to improve who we are reaching, as well as how diverse populations receive information so all travelers can make informed decisions and plans for traveling to and from the United States.

The State Department must respond to events in other countries, disasters, or global health issues. The Department can learn what went right from past events and identify opportunities to improve, particularly where the Department needs to overcome institutional, administrative, and technical barriers. This objective highlights the need for the Department to be adaptable in how it provides routine and crisis services and information to U.S. citizens.

Enable Seamless Support: None of this can be done without improving consular systems. By 2026, several pilots for digital and electronic services begun under the previous Joint Strategic Plan will be completed and full services expanded to all overseas posts and passport agencies. These include, but are not limited to, the use of Pay.Gov for passport renewal applications, electronic Certificates of Report of Birth Abroad, electronic immigrant visa processing, as well as other services. These new services will also include support for public-facing interfaces for these online services and incorporate the use of data to better track how the Department provides these services.

Critical Learning Needs

Evidence building activities will yield critical information to optimize modes of delivery of information and the value of information to keep U.S. citizens safe while abroad. Research will assess whether traveler information is positively influencing U.S. citizens to make educated decisions about traveling and residing abroad, whether the information services provided are having a positive impact on U.S. citizen safety abroad, and whether information and services are being delivered in a timely manner.

Performance Goal Statement 5.1.1: Improve Consular Fee Collection through Pay.Gov (State)
By September 30, 2026, the Department improves U.S. citizens' access to services and payment by implementing the Overseas Pay.gov for Adult Passport Renewal (form DS-82) program at 90 percent of missions abroad.

Performance Goal Statement 5.1.2: Accessibility and Process Improvement of Travel.State.Gov
By September 30, 2024, the Department will assess, design, and implement a Travel.State.Gov content review and update process informed by Department and interagency stakeholders that ensures accessible and timely operational, safety, security, and crisis information for U.S. citizens traveling or residing abroad.

Strategic Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States (State)

Strategic Objective Lead

AGENCY	BUREAU
State	Bureau of Consular Affairs

Strategic Objective Overview

The Department of State seeks to bolster international partnerships, alliances, and institutions through the facilitation and expansion of legitimate travel, including for commercial and intellectual exchanges and in support of economic and other interests of the United States. Facilitating and enhancing legitimate travel tangibly impacts the domestic economy and interests of the United States. The Department will continue to work with its international partners to enhance bilateral and multilateral relationships. Through travel we can build new relationships, advance U.S. interests, promote ties (cultural, academic, and others), and increase influence.

The Department seeks to protect the security of the American people by investing in the modernization of systems and processes responsible for the timely issuance of travel documents to those who are eligible to receive them, thereby enhancing the expansion of economic prosperity and opportunity.

Investing in a more interconnected and interdependent international security landscape creates a more secure environment for all travelers. The Department will continue to inform and assist foreign partners to enhance international border and transportation security efforts, and the capabilities of foreign partners. Through broad collaborative efforts, we will further seek to implement international standards and recommended practices.

Strategies for Achieving the Objective

Harmonize with Partners: To maintain secure borders, the Department of State will continue to work with partner agencies to harmonize uniform screening and vetting standards and procedures across the travel and immigration spectrum. The Department will work with interagency partners, foreign partners, and the transportation industry to enhance global transportation security efforts including by sharing non-imminent persistent threats information to spur international border and transportation security efforts, and by implementing international standards and recommended practices. The Department will continue to urge countries to employ threat-based border security and enhanced traveler screening; to improve identity verification and traveler documentation; and to use, collect, and analyze Advanced Passenger Information and Passenger Name Record data in traveler screening to prevent terrorist travel. The Department will continue to work with its international partners to exchange information on known and suspected terrorists and other threats to U.S. citizens at home and abroad. We will ensure that interagency and international arrangements are maintained and updated, providing the highest-possible degree of information sharing of terrorist and criminal identities.

The Department of State seeks to enhance two-way travel and expand more equitable access to visas. The Department seeks to continuously refine its business model for visa operations to secure prompt visa issuances to qualified travelers, while enhancing mechanisms to protect U.S. borders.

Modernize Border Protection: The Department will work with interagency and industry partners to enhance security processes in global travel and connect with international partners to modernize methods of effective border security to include identity verification and traveler documentation. To secure U.S borders efficiently, the State Departments plan to enhance operations that investigate and address visa fraud to ensure only qualified travelers are issued visas. Both agencies continue to provide significant assistance to foreign partners/partner countries to enhance their capabilities in terms of border screening and processing travelers, to better identify and interdict terrorist travel.

Critical Learning Needs

Through its global presence in more than 270 locations, the Department of State is responsible for the protection of U.S. citizen travelers and securing U.S. borders. Taking direction from the Interim National Security Strategic Guidance, evidence building activities will inform strategies that align the work of the USG and its partners to enhance systems, policies, standards, and procedures in support of this strategic objective.

Performance Goal Statement 5.2.1: Improved Customer Service (State)
By September 30, 2026, annual average passport processing times are under 11 weeks for routine service and 6 weeks for expedited service.

Performance Goal Statement 5.2.2: Expanded Information Sharing with Partners (State)
By September 30, 2026, increase information sharing and connectivity to international criminal and terrorist databases with five additional partner nations in order to better identify individuals with derogatory information seeking to enter the United States.

DEPARTMENT OF STATE
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